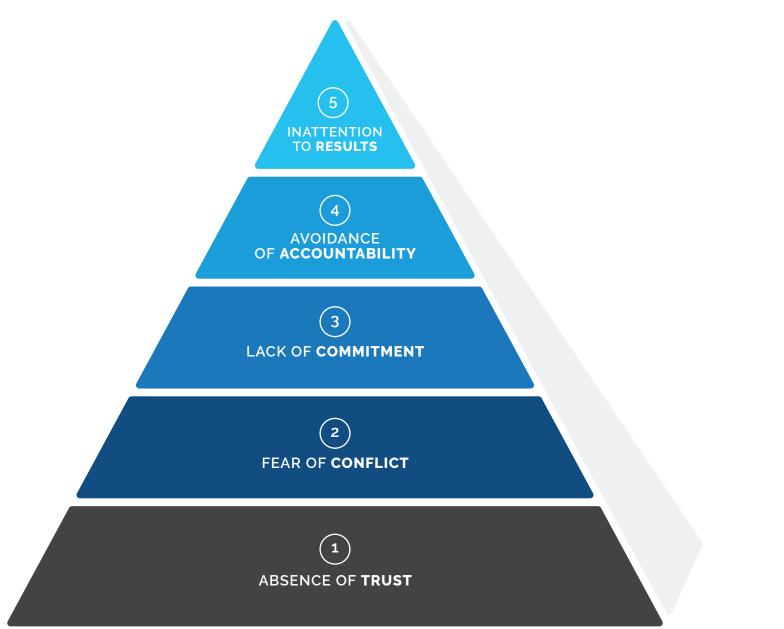
THE FIVE DYSFUNCTIONS OF A TEAM

by Patrick Lencioni





1 ABSENCE OF TRUST

Members of dysfunctional teams...

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas
 of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.
- Fail to recognize and tap into one another's skills and experiences.
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Dread meetings and find reasons to avoid spending time together

Members of trusting teams...

- Admit weaknesses and mistakes
 - Ask for help
 - Accept questions and input about their areas of responsibility
 - Give one another the benefit of the doubt before arriving at a negative conclusion
 - Take risks in offering feedback and assistance
 - Appreciate and tap into one another's skills and experiences
 - Focus time and energy on important issues, not politics
 - Offer and accept apologies
 without hesitation
 - Look forward to meetings and other opportunities to work as a group



Dysfunctions and ways to

- Team Effectiveness Exercise
- Personality and Behavioral Preference Profiles
 - 360-Degree Feedback
 - Experiential Team Exercises
- Demonstration of vulnerability first by leader





² FEAR OF **CONFLICT**

Members of dysfunctional teams...

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

Dysfunctions and ways to overcome each one...

- Mining for conflict
- Real-Time Permission
- Personality style and Behavioral Preference tools
- Demonstration of restraint by leader when people engage in conflict

Members of trusting teams...

- Have lively, interesting meetings
 - Extract and exploit the ideas of all team members
 - Solve real problems quickly
 - Minimize politics
 - Put critical topics on the table for discussion





3 LACK OF **COMMITMENT**

Members of dysfunctional teams...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

Members of trusting teams...

- Creates clarity around direction and priorities
 - Aligns the entire team around common objectives
 - Develops an ability to learn from mistakes
 - Takes advantage of opportunities before competitors do
 - Moves forward without hesitation
 - Changes direction without hesitation or guilt

(3) LACK OF **COMMITMENT**

Dysfunctions and ways to overcome each one...

- Cascading Messaging
 - Deadlines
- Contingency and Worst-case scenario analysis
 - Low-risk exposure therapy
- Ability of leader to not place too high of a premium on consensus or certainty



AVOIDANCE OF ACCOUNTABILITY

Members of dysfunctional teams...

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables
- Places an undue burden on the team leader as the sole source of discipline

AVOIDANCE OF ACCOUNTABILITY

Dysfunctions and ways to overcome each one...

- Publication of goals and standards
- Simple and regular progress reviews
 - Team rewards
- Ability of leader to allow the team to serve as the first and primary accountability mechanism

Members of trusting teams...

- Ensures that poor performers feel pressure to improve
 - Identifies potential problems quickly by questioning one another's approaches without hesitation
 - Establishes respect among team members who are held to the same high standards
 - Avoids excessive bureaucracy around performance management and corrective action



5 INATTENTION TO **RESULTS**

Members of dysfunctional teams...

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

INATTENTION TO **RESULTS**

Dysfunctions and ways to overcome each one...

- Public declaration of results
 - Results-Based rewards
- Setting the tone for a focus on results from the leader

Members of trusting teams...

- Retains achievement-oriented employees
 - Minimizes individualistic behavior
 - Enjoys success and suffers failure acutely
 - Benefits from individuals who subjugate their own goals/interests for the good of the team
 - Avoids distractions

